

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Donaldson Co., Inc

Northwest Wisconsin Manufacturing Outreach Center

Manufacturing in Action

Client Profile:

Donaldson Company, Inc., manufactures of filtration products, including dust collectors and gasturbine combustion air and engine filters for military vehicles. Located in Baldwin, Wisconsin, the company employs 170 people.

Situation:

The Donaldson Management Team wanted to operate leaner and become more competitive in the global marketplace. They contacted the Northwest Wisconsin Manufacturing Outreach Center (NWMOC), a NIST MEP network affiliate, for assistance.

Solution:

NWMOC's project managers conducted a walk through assessment of the plant and recommended that Donaldson's employees get trained in Lean Manufacturing concepts and terminology. The Donaldson Management Team enrolled in Principles of Lean Seminar in Wausau. After attending the class, they decided to proceed with Lean Transformation and selected a pilot product for a Value Stream Mapping Event. After this decision was made, the Donaldson Management Team sent approximately 119 employees to a series of Principles of Lean Manufacturing seminars. Nineteen of these also participated in a Value Stream Mapping training and event. With the assistance of the NWMOC Project Managers, a team of employees began the process of developing a Value Stream Map which helped to identify critical areas for improvement in the material and information flow. A current state map for the selected product was created. A future state map was developed in which there was a significant reduction in lead time and inventory. An action plan was then designed to get from the current to the future state. With the assistance of NWMOC staff, the three teams of Donaldson employees who were involved in the Value Stream Mapping event then implemented the action plan for the selected product.

Results:

- * Reduced lead time from 40 days to 6 days.
- * Reduced material costs by \$70,000.
- * Reduced inventory by \$100,000.
- * Increased productivity.
- * Reduced throughput.
- * Improved employee morale.

Testimonial:

"I think the NWMOC did two major things for us; helped us to become more cost effective through inventory and through-put reduction, but even more important to us was the morale boost we got and

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that goes right into productivity. Our earned hours and productivity ratio have steadily climbed over the last year, and the willingness on the part of the shop floor employees to participate in new projects has been fantastic. This is really big, and we are particularly thankful for the NWMOC guidance and training in Lean Manufacturing Concepts; they are excellent trainers and coaches."

Chuck Ash, Plant Manager